

Why diversity is not enough

Diversity. Inclusion. What's the difference? And does it really matter? You bet. Far from a semantics debate, how you think about your diverse workforce makes a big difference.

When we consider diversity, we look at the full range of human and organizational differences and similarities. Many organizations think of diversity in terms of attributes like generation, race, gender, ethnicity, and sexual orientation; however, there are more than 20 dimensions at play. Acknowledging and even celebrating an organization's diversity are only starting points.

The real payoff comes through creating an environment of inclusion, the process of leveraging each unique individual to strive toward a common goal and objective. When individuals believe they're in an environment that is supportive and collaborative—and that their voices are being heard—increased productivity and a greater sense of loyalty result. This is where transformation takes place, where the impact on your business and the necessary competitive advantage are realized.

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About PwC People and Change

Getting the best from people at every level in times of constant change is the key to sustainable competitive advantage. With more than 6,000 human capital professionals in over 75 countries, we enable organizations to align their people practices with business strategy—collaborating with clients to offer practical, multi-disciplinary approaches to creating environments where people can work productively and businesses can deliver extraordinary value. In short, we drive business results through effective workforce solutions.

See www.pwc.com/us/peopleandchange for more information.

To have a further conversation regarding your company's diversity and inclusion efforts, contact:

Sayed Sadjady
Principal
+1 (646) 471 0774
sayed.r.sadjady@us.pwc.com

Sonia Alvarez-Robinson
Director
+1 (678) 419 1899
sonia.m.alvarez-robinson@us.pwc.com

Creating sustainable competitive advantage through diversity and inclusion

Cultural transformation solutions

pwc

How to engage, innovate and win with diversity and inclusion

Cultural transformation: The opportunity for distinction

Cultural Transformation is what can happen when an organization creates an inclusive culture and environment where everyone can contribute to their full potential. It is the payoff for a diverse workforce that is empowered and inspired to add value through creativity, innovation and commitment.

Cultural transformation—three lenses

Creating a sustainable competitive advantage



Diversity and inclusion as competitive advantage

In our increasingly complex business environment, the best companies are looking to diversity and inclusion as sources of competitive advantage. Leaders recognize that their organization’s agility and sustainability is dependent on their ability to embed diversity and inclusion into their business objectives, organizational structure, and approach to people. Diversity and inclusion aren’t just about recruiting or retention, they’re about transforming the culture of the organization into one that is market-focused, leadership-focused and people-focused.

An inclusive workplace enables us to embrace the diversity and richness of our people and to leverage their diverse talents to arrive at winning business solutions.

How PwC helps organizations gain a sustainable competitive advantage

Challenges our clients face...

PwC helps our clients to...

How can our culture support the delivery of the best products and services to our customers?

- Develop leaders to influence the desired organizational behavior
- Assess organizational culture for alignment with business objectives
- Engage leaders and employees in driving sustainable cultural change
- Design “levers” to shift the culture to the desired state

How can we attract and select top talent to meet our current and future business needs?

- Build an employer brand that attracts high-caliber diverse talent
- Develop inclusive talent acquisition strategy
- Create screening and selection processes that enable equal access—removing unconscious barriers to integration

How can we drive innovation and growth by leveraging the diversity of our talent?

- Develop methods to increase employee engagement and commitment
- Create strategies to improve retention of diverse talent
- Establish “intelligence” to predict what employees might do

How can we expand our reach to global and new domestic markets?

- Develop the ability to initiate growth and effectively interact in a diverse marketplace and a global context
- Improve the satisfaction and retention of a diverse consumer base
- Create new strategic alliances with diverse suppliers and vendors

We practice what we preach

The PwC diversity and inclusion story

Diversity enhances our perspective, our point of view, and our ability to provide our clients with the highest level of distinctive service. Our focus on diversity and inclusion is about making PwC a great place to work for all of our people—it’s the right thing to do and it’s good for our business. An inclusive workplace enables us to embrace the diversity and richness of backgrounds and perspectives of our people and to leverage their diverse talents to arrive at winning business solutions.

External recognition

- PwC listed at the top of *DiversityInc’s* 2011 Rankings:
 - #1 for Top Companies for Recruitment and Retention
 - #2 for Top Companies for Executive Women
 - #3 among Top 50 Companies for Diversity

- #3 for Top Global Companies
- #5 on the Top Companies for Asians
- #6 for Top Companies for LGBT Employees

- *Profiles in Diversity Journal*: Winner of the International Innovations in Diversity Award in 2009.
- *PRNews*: Impact Program, Corporate Social Responsibility Awards for Diversity Communications and Human Rights, 2009
- Human Rights Campaign: 100% rating on Corporate Equality Index every year since 2006.
- *Working Mother*: Recognized as one of the “Top 10 Best Companies” for working mothers every year since 2001. Recognized as one of the “Top Companies for Multicultural Women,” every year since 2005.